

Concordia University
Council of the John Molson School of Business
Minutes of the meeting held October 7, 2005

Present: J. Tomberlin (Chair)
A. Ahmad (Fina.) J. Ahmad (Econ.), K. Argheyd (Mana.), S. Betton (Fina.), M. Bergier (Mktg.), H. Bhabra (MBA), S. Brutus, (Mana.), T. Correa (CASA), S. Danaie (Facilities), C. Draimin (Acco.), A. Farnoli (Reg.), M. Genova (Staff), S. Ghani (CASA), A. Harland (Lib.), A. B. Ibrahim (Assoc. Dean), G. Kanaan (Assoc. Dean), D. Kira (DS&MIS), R. Knitter (Mana.), S. Leblanc (CASA), M. Magnan (Assoc. Dean), M. Mulrennan (SGS), S. Mustafa (Acco.), P. Renaud (CASA), J. Riven (Mana.), D. Peltier-Rivest (Acco.), S. Robinson (Acco.), C. A. Ross (Mktg.), J. St-Germain (CASA), J. Zimmerman (CASA)

Guests: K. Boulos (Exec.Centre), M. Buyukkurt (Co-op Dir.), C. Law (Mgr. Grad. Admis/Enrol), W. Roscoe (Prog. Dir. GDICA)

Absent with Regret: B. Campbell (Econ.), B. Desai (Comp.Sci.), I. Dostaler (Mana.), J. Freed (Fina.), S. Goyal (DS&MIS), I. Majidul (Acco.), L. Katsanis (Mktg.), J. Kellett (CGSA), C. Lajeunesse (Pres.), T. Lituchy (Mana.), E. Lobo (CGSA), A. Mohammed (CASA), F. Nebebe (DS&MIS), I. Rakita (Fina.), M. Sharma (DS&MIS), M. Singer (VP & Provost), R. Vahidov (DS&MIS), L. Wong (Staff)

- I Call to Order
The meeting was called to order at 09:30.

III Open Meeting

- IV Approval of Agenda – JMSB-2005-06A
*It was moved by M. Genova and seconded by J. Riven that Faculty Council approve the agenda.
The motion was carried unanimously.*

- V Approval of the Minutes - JMSB-2005-05M
It was moved by K. Argheyd and seconded by G. Kannan that Faculty Council approve the minutes revised as follows: page 2, second to last paragraph, delete: The recipients will receive a certificate at convocation and either a cash award of \$1000 or a research grant up to \$4000.; insert: The recipients will receive a certificate at convocation and a cash award of \$1000 and be eligible for a research grant up to \$4000.
The motion was carried unanimously.

- VI Chair's Report and Question Period (*maximum 15 minutes*)
J. Tomberlin reported that the formal launch of the Institute for Governance of Private and Public Corporations, a joint venture between HEC and Concordia, took place on September 14. The mission of the institute includes research, training and ultimately an educational aspect. A \$10M endowment is anticipated consisting of a \$2M investment by Mr. Stephen Jarislowsky who conceived the establishment of the institute, an investment from both HEC and Concordia University and the government of Quebec. A fund raising campaign is seeking donations from large institutions, primarily financial firms in Quebec and across Canada. Michel Nadeau, Executive-in-Residence at HEC, formerly with Caisse de Dépôt et Placement du Québec , is the director and the JMSB's L. Switzer is the Associate Director.

With regard to the 25th Anniversary of the International MBA Case Competition, he reported that thirty-four teams coming from Europe, Asia, U.S. and Canada, have been confirmed for the event that will take place January 3 – 7, 2006. He encouraged everyone to attend the special event to commemorate the 25th Anniversary that will be held in the Museum of Fine Arts. On behalf of the MBACC Advisory Board and the organizers, he asked those with contacts in the business community to assist in finding judges for the event, a particular challenge due to the event beginning immediately after the holiday break.

With regard to the JMSB budget, J. Tomberlin reported that the deficit for 2005-2006 is projected to be \$700,000 or less depending on international tuitions in January. Last year's deficit was 2.9M. This year will have an additional \$1M in costs due to increased benefits and salaries from union settlements. In fact, a potential \$3.9M deficit has been reduced by \$3M by means of: (a) an increase in FTEs, especially in the undergraduate programs with an 11% increase over last year (in view of the past enrolment decline, an overall increase of 2%), (b) the modification of the university's internal revenue allocation formula; (c) some faculty and staff reductions; and (d) the tightening of discretionary expenses.

J. Tomberlin stated emphatically that none of the steps taken can be sustained in the long term. Freezing faculty hiring over the long term would be the death of the JMSB. This year strategic decisions regarding the pedagogical methods of the undergraduate program must be made: moving to larger classes in some of the core courses and supplementing larger classes with tutorials, and significantly increasing enrolments in the MBA, DIA and DSA to fill the excess capacity, a step that will require innovative curriculum revision. A proposal for a fast track MBA for Bachelor of Commerce graduates is expected to come to the next meeting of Council. Discussions with the Faculty of Engineering and Computer Science have been initiated for dual degrees, MBA/M.Eng. degree and MBA/M.Comp.Sci. degree. Discussions have also begun with the Faculty of Fine Arts and selected departments of the Faculty of Arts and Science to develop combined degrees. At the same time, the JMSB is increasing the number of course offerings for the mathematics and computer literacy pre-requisites. The Undergraduate Curriculum Committee is discussing the relaxation of the requirement that students take 12-credits external to the Faculty - the curriculum revisions will soon be brought to Council. A major overhaul in the M.Sc.

program is expected through an increase in enrolment and a reduction in the number of M.Sc. specific electives.

With regard to strategic planning, the Dean reported that the Research Task Force headed by Dr. Ibrahim is expected to make recommendations to Council by the end of the semester. Dr. Magnan has agreed to lead a Task Force on the Effective and Innovative Development, Management and Control of Programs to look at the administration of graduate programs. Council can look forward to recommendations regarding directors, staff, and lines of reporting authority. Further to the suspension of full-time enrolment in the Aviation MBA this fall, the AMBA Appraisal committee led by Dr. Dostaler will make recommendations to Council this fall for the future of the program.

J. Tomberlin announced that the JMSB has an opportunity for an SSHRC Canada Research Chair that has been allocated to the university for a cross-Faculty appointment. Discussions have been initiated about a joint appointment with Marketing and Communication Studies, Management or MIS and Engineering, Management and Arts, programs that have synergies with the initiatives for joint MBA programs. He asked Council members for their assistance in identifying potential candidates.

It was noted that the budgeting system of the university has sadly led to the repatriation of courses by the Faculties thereby undermining the notion of a university. Given the importance of the process it was suggested that a motion be brought to the next Council meeting regarding how the JMSB budget should be reported. The proposed motion will be sent to the Faculty Council Steering Committee.

There was objection from a number of Council members to increasing class sizes as a means of addressing the budget deficit because the smaller class sizes are a competitive advantage. The Dean stated that the JMSB would still have a deficit if all the private and public graduate programs were closed.

In reply to a question as to why the Concordia Research Chair was restricted to internal candidates, J. Tomberlin advised that it was a university decision intended to protect our senior faculty from other Canadian universities. The Canada Research Chairs are aimed at external candidates.

*It was moved by D. Peltier-Rivest and seconded by J. Riven that the Question Period be extended by ten minutes.
The motion was carried unanimously.*

The Dean was urged to forge ahead with the strategic plan task forces with faculty and student representation lest the implementation of the strategic plan be decided by the accountants.

In response to a question about the status of a potential invitation to Paul Coffin to address JMSB students, J. Tomberlin advised that he had declined an interview on this topic for Concordia's closed circuit television station. Mr. Coffin was referred to him by Dr. Lowy however they never made contact and an invitation was intentionally never made.

It was clarified that some, not all, class sizes would be increased. Given the concerns expressed about increasing class sizes, it was agreed the issue be discussed at another meeting of Council.

J. Tomberlin agreed that Council members could have access to the budget figures presented at the open meeting on September 2005 assuming that they would be used cautiously.

VII Elections

- i) JMSB Council Steering Committee
D. Kira, I. Rakita and M. Sharma were elected by acclamation to represent the faculty for a one-year term effective immediately and terminating after the first Council meeting in fall 2006.
L. Wong was elected by acclamation to represent the staff for a one year term effective immediately and terminating after the first Council meeting in fall 2006.
- ii) Senate Faculty Tribunal Pool
S. Brutus was elected by acclamation to represent the Senate Faculty Tribunal Pool for a two-year term effective immediately and terminating August 31, 2007.
- iii) Advisory Search Committees for Department Chairs
D. Peltier-Rivest was elected by acclamation to represent a faculty member external to the Department of Management for the Advisory Search Committee for the Management Chair.
- iv) Graduate Awards Committee
One (1) full-time faculty member to represent the JMSB on the Graduate Awards Committee for a three-year term effective September 2005 through June 2008 replacing R. Vahidov.

There were no nominees. This election will be brought forward to the next meeting of Council. The Dean asked Dr. Ibrahim and the Graduate Program Directors to find someone who would represent JMSB students in the distribution of awards.

- v) Code of Ethics Hearing Pool
M. Bergier was elected by acclamation to represent the JMSB on the Code of Ethics Hearing Pool for a three-year term, June 1, 2005 – May 31, 2008.

VIII Business Arising from Previous Meeting

There was no business arising from the previous meeting.

IX Report: Graduate Programs, Research and Program Evaluation

B. Ibrahim introduced C. Law, JMSB's Graduate Admissions Manager who has been responsible for JMSB graduate admissions since the university decided to decentralize the admission process last year. Item iv) Summary of graduate program enrolment – document JMSB-2005-06A-12, prepared by Ms. Law, provides an overview of graduate admissions. Dr. Bhabra will present the MBA statistics and Dr. Bayne will present the DIA and DSA statistics.

- i) MBA Enrolment 2005 – JMSB-2005-06A-02
H. Bhabra highlighted the statistics. He noted a substantial increase in enrolment this fall which may be attributed to the more flexible approach to evaluating the overall profiles of candidates rather than focusing on the GMAT score. The average GMAT for accepted students was 617. There is some concern about the low Francophone enrolment. A preliminary analysis of the GMAT scores dispels the belief that the GMAT is a major

factor because the average GMAT for Francophone applicants is 622. The marketing strategy for recruitment in the Francophone market will be examined.

In reply to a question about the MBA promotion budget, H. Bhabra reported that the promotion budget this year is approximately \$30,000 - \$35,000, an increase of \$10,000 from last year.

H. Bhabra was asked if the previous method of admitting students had been faulty compared to this year's method. He was also asked if the program had established an enrolment target. He explained that in the past the minimum GMAT was 600 and the minimum GPA was 3.4, this year applicants with GMATs between 560 and 600, strong GPAs, work experience and in some cases an interview, have been admitted without compromising the quality of the program. With regard to a target, he advised that a 15% - 20% increase per year would be realistic given budgetary constraints and ensuring a quality program. With regard to potential growth areas, B. Ibrahim commented that the Francophone market had been identified and international recruitment is planned in India and China for next year's admissions. It was agreed that the 2005-2006 MBA FTEs be clarified at the next meeting.

In response to a question about the importance of the GMAT, J. Tomberlin advised that the GMAT is a product of the ranking system and a partial indicator of the quality of the student. Despite the fact that the JMSB has fared so well in the rankings, he agreed that the stringency with which it had been applied must be reconsidered.

- ii) Graduate Certificate in e-Business Enrolment 2005 – JMSB-2005-06A-03
- iii) DIA/DSA Enrolment 2005 – JMSB-2005-06A-11
It was moved by B. Ibrahim and seconded by A. Ahmad that Council grant speaking privileges to C. Bayne, Director of the DIA/DSA Programs.
The motion was carried unanimously.

C. Bayne reported that the FTEs were between 34 – 36. He advised that the program staff has been reduced from three to one employee as a result of the budget cuts. He highlighted the enrolments noting that the program's admission standards are similar to those of the MBA program. The program budget is \$24,000 with approximately \$10,000 allocated to promotion. To supplement the resources, GMAT preparation courses were developed and offered through Continuing Education raising \$30,000 over a three-year period for program promotion. He noted that he had personally donated \$3,000 to an endowment for DIA/DSA students with the intention of soliciting additional funds. In closing, C. Bayne expressed his appreciation to the dedication and commitment of the staff who made the program operation possible. H. Bhabra echoed these sentiments in praise of the MBA staff.

- iv) Summary of graduate program enrolment 2005 – JMSB-2005-06A-12
- v) Ph.D. Enrolment 2005 – JMSB-2005-06A-13
- vi) M.Sc. Enrolment 2005 – JMSB-2005-06A-14

vii) Graduate Certificate in Management Accounting Enrolment 2005 – JMSB-2005-06A-15

Items v), vi) and vii) will be brought forward to the November meeting of Council.

viii) Diploma in Accountancy Enrolment 2005 –JMSB-2005-06A-16

It was moved by G. Kanaan and seconded by B. Ibrahim that Faculty Council grant speaking privileges to W. Roscoe, Director of the Graduate Program in Chartered Accountancy.
The motion was carried unanimously.

W. Roscoe reported that the program has increased dramatically over the past two years and is now at capacity. Qualified teachers are in great demand as are additional resources to handle the needs of the students.

It was commented that the Diploma in Chartered Accountancy is JMSB's most successful and largest graduate program even though it is under-funded.

A vote of thanks to Professors Bhabra, Bayne and Roscoe and their dedicated staff members was moved by B. Ibrahim.

B. Ibrahim reported that admission to the Aviation MBA program was suspended this fall and a committee was struck to look at the viability of the program. The external appraiser has been contacted and it is expected that the committee will present its recommendations to the Council at the November meeting. The admission to the Certificate in e-Business program was suspended this week due to a pattern of low enrolment. The e-Business courses have been cross-listed with MBA offering to attract MBA students and increase enrolments which would allow current e-Business students to complete their program. If there is sufficient interest the courses can be continued as a specialization of the MBA program.

With regard to graduate curriculum revisions due by January, he advised that each Graduate Program Committee would make revisions with a long-term view of positioning the offerings more effectively. In reply to a question about the status of admissions for the M.Sc. program, he advised that Dr. G. Johns would attend the November meeting of Council to answer questions.

X Report: Administrative Affairs and Human Resources
There was no report.

XI Standing Report on the status of the new JMSB building
Please refer to the Dean's remarks, item VI.

XII CGSA Report – JMSB-2005-06A-04
The report was received.

XIII Staff Report
There was no report.

XIV Report: External Affairs and Executive Programs – JMSB-2005-06A-05
The report was received. M. Magnan thanked all faculty and staff who accept media interview and keep the JMSB visible in the media. He also thanked all contributors to the internal fundraising campaign particularly the Chairs for each department, H. Bhabra in Finance,

D. Peltier-Rivest in Accountancy, Anne-Marie Croteau in DS&MIS, B. Grohmann in Marketing, and S. Brutus-in Management.

M. Magnan announced that the Steering Committee for the Career Placement Center was being reconstituted with representation from CASA and CGSA to ensure that the students who pay the fees to support the Centre have input to the Centre activities. With reference to the negative publicity about the JMSB this summer, he noted that fund raising, increasing revenues in the Executive Centre, student recruitment, students looking for employment and all stakeholders of the JMSB and Concordia are harmed by such events.

In response to a question about how the bad publicity was handled, M. Magnan advised that his office in consultation with Marketing Communications to ensure that there was an appropriate and uniform response to external callers about the issue and the Dean gave an interview. He noted that the bad press was not extensive and emphasized that the best solution is more and more positive media coverage.

M. Magnan agreed to reconsider the cancellation of "Faculty in the News". Information can be posted in the Faculty Only folder on First Class.

- XV Report: Undergraduate Programs, Academic and Student Affairs – JMSB-2005-06A-06
The report was received. G. Kanaan highlighted the admission statistics on page three and four of the report noting an increase of approximately 11% over last year and at a time when all other Faculties experienced a decline in registrations. He also noted a correction on the U.S/International source of students on page four which should be 167, Other Canadian Sources should be 282. He pointed out that the enrolment in the B.Admin. program is the highest ever due to the revised admission criteria and that the decline in the MIS major is being addressed by the Department of DS&MIS.

In response to concern expressed about the lack of employment in the MIS field, J. Tomberlin pointed out the downward trend will lead to a shortage of MIS personnel in about three years making MIS and Engineering and Computer Science prime fields for students entering university.

It was asked why only 50% of international business applicants registered. G. Kanaan advised that his office was investigating why accepted students didn't register at the CEGEP level which may give some indication as to why accepted international students did not register.

In response to a question about the 10% CEGEP decline being common to business schools, G. Kanaan advised that he was not aware of the statistics of other business schools but the decline may reflect the decline in the CEGEP population. He was asked if HEC and UQAM, that also experienced a 10% growth this fall, had also lowered their admission criteria. G. Kanaan advised that he had no knowledge of their policies commenting that the government funding formula and Quebec demographics are bringing pressure on all universities to increase enrolments. The CRC requirements of other business schools will soon become available and will be provided to Council. The average CRC score for JMSB B. Comm. students admitted fall 2005 was 28.10, the minimum was 26. The average CRC score for JMSB B. Admin. students was 25.6, the minimum was 24.

Some dissatisfaction with the International Business Program was reported. Students don't have a department head and have the impression that IBUS consists of parts of different programs, IBUS

Finance or Marketing courses etcetera. The average IBUS student graduates speaking two languages as do most students in other majors. It was suggested that a third language requirement be implemented to improve their opportunities of finding employment and enhance the reputation of the JMSB. G. Kanaan agreed to bring these issues to the attention of the Undergraduate Curriculum Committee.

With regard to student recruitment, it was suggested that young alumni or current students assist in recruitment for the undergraduate program by making presentations in CEGEP classes that would include reference to the outstanding success of JMSB students in academic competitions and promote Concordia University in general. It was opined that prospective students would likely be more influenced by someone who is not paid to sell the benefits of the JMSB and Concordia University programs. It was also suggested that payment of the volunteers' expenses could be considered. G. Kanaan confirmed that the success of JMSB students at the Commerce Games was widely publicized in recruitment efforts and CASA representatives do accompany enthusiastic young JMSB staff on recruitment visits. He agreed to bring the idea to the attention of the Recruitment Officer cautioning that the procedure would have to be approved by each CEGEP.

It was commented that students were often an overlooked resource who were uncompensated for the work they did on behalf of the school and university. It was noted that students at HEC and Laval earn credit for some of the work they do. The minimum is a note of distinction on their diploma. CASA students, who spend at least fifteen hours per week on activities, are interested in pursuing this procedure.

XVI Reports from School Representatives on University Committees

There were no reports from the JMSB representatives on the following committees:

- i) University Senate
- ii) Arts and Science Faculty Council
- iii) Senate Academic Planning and Priorities
- iv) Senate Academic Programs Committee
- v) Senate Research Committee
- vi) University Library Committee
- vii) Undergraduate Scholarships and Awards Sub-committee
- viii) Board of Governors
- ix) Council of the School of Graduate Studies

XVII CASA Report – JMSB-2005-06A-07

The report was received. J. St. Germain added to the CASA Executive list the name of Mark Armanious, VP Human Resources, who has been responsible for organizing the annual Frosh for faculty members who give their time to coaching the students, and thanked M. Magnan for his help in reconstituting the CPC Steering Committee. Lastly, she announced that there are fifteen applications for CASA's annual \$4,500 in scholarship funds, a substantial increase from past years, and welcome Council member to drop by the CASA office to this year's great promotional materials.

XVIII New Business

- i) Proposed revision of the Senate Research Committee's mandate – JMSB-2005-06A-08
There were no comments on the proposed revision of the Senate Research Committee mandate.

XIX Other Business

- i) JMSB Co-op Programs Report – JMSB-2005-06A-09 (*maximum 15 minutes*)
It was moved by K. Argheyd and seconded by A. Ahmad that Council grant speaking privileges to M. Buyukkurt, Director, JMSB Co-op Programs
The motion was carried unanimously.

The report was received. M. Buyukkurt reported an increase in enrolment this year and noted that fifty percent of Concordia's co-op students are from the JMSB and 37% of the Commerce Games participants are from the JMSB Co-op programs. In light of the need to increase revenues, consideration is being given to awarding credits for work terms and revising the fees for Co-op students.

In reply to a question about students withdrawing from the Co-op Program because of a change in Major, M. Buyukkurt explained that because there are quotas on Accountancy, Finance and Marketing majors not all major transfers can be accommodated. The demand for these programs is more than can be handled.

Some concern was expressed about the possible increase in the \$185.00 per semester Co-op fee. M. Buyukkurt explained that the decision was not up to the JMSB, the Co-op Institute would make the decision. J. Tomberlin interjected that all tuition increases must be approved by the Board of Governors and advised that current research indicates that Concordia's Co-op Program is the least expensive in Quebec.

It was noted that some Co-op students drop out of the Co-op Programs because of the additional fees and because they feel they find better jobs on their own. This complaint is a cross-Faculty issue and not limited to the JMSB Co-op programs. M. Buyukkurt explained that there has been a policy change whereby students are free to turn down jobs offered to them by the Co-op Institute and take on the responsibility of finding their own jobs and that the new policy allows students to create their own jobs or start their own companies. She agreed that students should question why they pay the additional fee when they opt to find their own job and advised that this issue would be on the agenda of the next meeting with the Co-op Institute.

It was commented that students in the Accountancy Co-op were placed in good positions and were most appreciative. It was reported that the Quebec Breast Cancer Foundation attributes a portion of their success to the significant contribution of the Co-op students they have hired over the past few years.

It was suggested that Council use its powers to make formal recommendations concerning issues and ideas raised during Council meetings. M. Buyukkurt stated that she would bring the issues raised about the Co-op programs to the next meeting of the Co-op Institute for further discussion.

- ii) JMSB Executive Centre Report – JMSB-2005-06A-10 (*maximum 15 minutes*)
It was moved by M. Magnan and seconded by D. Kira that Council grant speaking privileges to K. Boulos, Director of the Executive Center.
The motion was carried unanimously.

The report was received. K. Boulos explained that the net loss of \$25,000 - approximately \$8,000 was transferred from the Executive Centre budget to the EMBA budget for room rentals and just over \$13,000 was transferred to Concordia for facility rental for office space, therefore \$21,000 did not leave the university in the form of a loss. Additionally there was an accounting error of \$18,000 that should have been reconciled in the previous year to show a breakeven situation for 2004-2005. He reported that the new model has been successful to date however there is an issue with JMSB professors, instructors and seminar leaders who are unable to teach in French which represents 80% of the market. This necessitates hiring external instructors which may lead to questions of credibility. Nonetheless, one of the competitive advantages of the Centre is that it can deliver programs across the country to national clients in English and in French in Quebec. He forecasted the 2005-2006 revenue to be approximately \$600,000 and advised that he would welcome opportunities to discuss other strategies that would bring in \$1M plus.

In response to a question about larger companies creating a demand for seminars in both English and French, he advised that large Quebec companies such as the Caisse de Dépôt du Québec and Meloche Monnex want seminars in French only. In reply to a question about how clients were identified, he advised that he relied on word-of-mouth, contacts at other universities, the BBC service and by attending various Board of Trade events and other speaking engagements.

XX Adjournment

It was moved by M. Magnan and seconded by P. Renaud that the meeting be adjourned.

The motion was carried unanimously.

The meeting was adjourned at 12:23.

XXI Next meeting

The next regular meeting of Council will take place on Friday, November 4, 2005, in room GM302.